DOCUMENT RESUME

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ABSTRACT

The report presents Truckee Meadows Community College's (Colorado) model for assessing institutional effectiveness and validating the College's mission and vision, and the strategic plan for carrying out the institutional effectiveness model. It also outlines strategic goals for the years 1999-2001. From the system-wide directive that education and training are the chief means of developing human capital for investment in the economic health of the state of Nevada, the College has developed its own mission statement: "To develop our communities' diverse human potential." Truckee Meadows vision is to become the nexus for life-long learning for all members of the community. With the development and accessibility to information systems and networks (interactive learning), the College will provide customized quality learning at any location, at any time, for any level of readiness, and in flexible learning environments. Some of the key strategic goals include: (1) keeping pace with changing technologies to ensure student success; (2) functioning as a catalyst for strategic alliances with business and industry; (3) enhancing the college's outreach efforts; (4) delivering high quality education and services to upgrade skills; (5) expanding environmental scanning, forecasting, and research activities; and (6) assessing instructional effectiveness and student satisfaction. (JA)

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INSTITUTIONAL EFFECTIVENESS

A MODEL FOR PLANNING, ASSESSMENT, & VALIDATION

Truckee Meadows Community College is committed to a process of assessing and promoting institutional effectiveness. Through a continuous cycle of establishing goals, creating initiatives, and evaluating performance, TMCC has produced a highly effective means of not only assessing institutional effectiveness, but also validating the College's mission and vision.

TMCC utilizes collective institutional values, as well as environmental trends to establish a concise and direct mission, "To Develop Our Communities' Diverse Human Potential." This mission is the driving force behind the evolution of a vision to provide quality education and services characterized by a distinct commitment to excellence. From the strength and focus of this vision, strategic goals are produced in order to provide direction into the twenty-first century. These goals are also influenced by a campus-wide environmental scanning effort, and reflect the dedication of TMCC's staff and faculty to furthering student success.

This institutional effectiveness model is carried out by a commitment to strategic planning that is aimed at funneling a collective vision into individual goals. Each college unit is charged with the annual task of delineating specific goals and directions. These unit goals are then reviewed, categorized, and prioritized within the broader strategic areas, thus producing college initiatives for future planning and development.

A comprehensive analysis and evaluation of performance closes the loop on the institutional effectiveness process. The utility of this research serves to examine the effectiveness of initiatives, provide a level of accountability to external constituents, as well as validate TMCC's mission and vision. When this annual cycle is complete, the College engages in a renewal process where by its mission, vision, and values are adjusted to meet the changing needs of today's society.

D Keebler

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Mission

The mission of Nevada's community colleges, as institutions of the University and Community College System of Nevada, is to provide superior, student centered educational opportunities for the citizens of the state within the designated service areas of each college. The community colleges subscribe to an open door policy, admitting high school graduates as well as others who have personal development needs and who can profit from this educational experience. The specific programs offered by each of the community colleges are responses to the identified needs of the state and in particular the communities to be served. The community college mission encompasses a belief that education and training are the chief means of developing human capital for investment in the economic health of the state of Nevada. From this system-wide directive, Truckee Meadows Community College has developed its own mission statement: ***To Develop Our Communities' Diverse Human Potential.***

Vision

Truckee Meadows Community College will become the nexus for life-long learning for all members of the community. Truckee Meadows Community College faculty will accredit and guarantee learning, skill acquisition, employability skills and quality. Truckee Meadows Community College will provide lower division transfer curriculum, student services, and continuous training programs for the workforce. With the development and accessibility to information systems and networks (interactive learning), the Community College will provide customized quality learning at any location, at any time, for any level of readiness, and in flexible learning environments.

VALUES

The values of an institution reflect those principles that are held by the institutional members to be innately important. These values form the basis for decision making because they are cherished and deeply held convictions that are held up as a model for how the institution is to operate. TMCC's values and guiding principles are inherent in the mission and vision of the College.

GUIDING PRINCIPLES

RESPONSIVENESS
Immediacy and Flexibility in Serving

ACCOUNTABILITY
Validate Value-added Efforts

EXCELLENCE
Expect and Enable Continuous Quality Improvement

ACCESSIBILITY
Openness to Participate

COMMITMENT
Authentic Pledge to Provide and Serve

DIGNITY
Affirming Personal and Community Value

SENSITIVITY
Appreciation of and Response to Attitudes and Feelings

INNOVATION
Accepting Risk to Create Solutions

BUILDING COMMUNITY
Working Together for a Common Good

VITALITY
Focused and Sustained Energy to Attain Goals

INDIVIDUAL JUDGMENT
Trusting Decisions Based on These Principles

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Core Trends

TMCC is committed to a campus-wide effort aimed at environmental scanning and forecasting. It is from this process that trends affecting the College are recognized and in turned utilized to shape goals and direction, as well as TMCC's mission and vision.

1. Communication, information technologies, and distance learning will require community colleges to make changes.

2. The need for remedial and developmental skills for students will continue in the future.

3. Gaming interests will continue to be the most powerful economic and political forces in our community, generating the largest number of jobs.

4. Washoe County has a high employment rate that will continue.

5. The contingency labor force will continue in the future.

6. Working and single parents will continue to be a large and growing part of the population.

7. There is a continuing shift in roles, responsibilities, and relationships from centralized to decentralized, from institution to individual, and from Federal to State.

8. Washoe County's population will continue to grow through 2015 with increased diversity and growth concentrated in school-age children and those over 50 years of age.

9. Population growth in southern Nevada will continue to have political and financial impacts on northern campuses in the years ahead.

STRATEGIC GOALS
1999-2001

1 Keep pace with changing technologies to ensure student success while expanding the use of technologies to enhance workforce development.
Keyword: *Technologies*
Area of Inquiry: *Employment Preparation and Placement*

2 Demonstrate evidence of student learning and achievement of educational goals.
Keyword: *Accountable*
Area of Inquiry: *Instructional Effectiveness*

3 Be the catalyst for strategic alliances with business and industry and expand community partnerships.
Keyword: *Partnerships*
Area of Inquiry: *College/Community Partnerships*

4 Expand educational opportunities to meet changing and diverse needs of the community by continuing to seek out and serve populations that are diverse--socially, cognitively, physically, and culturally.
Keyword: *Diversity*
Area of Inquiry: *Access and Equity*

5 Enhance the College's outreach efforts to understand the economic, political, social, cultural and environmental climates.
Keyword: *Outreach*
Area of Inquiry: *Workforce Development*

6 Deliver high quality education and services to upgrade skills and to provide degree, certificates, transfer credits, and life-long learning.
Keyword: *Programs*
Area of Inquiry: *College University Transfer, Access & Equity, Employment Preparation and Placement*

7 Expand environmental scanning, forecasting, and research activities to assess training and upgrading needs of a high employment service area.
Keyword: *Planning*
Area of Inquiry: *College/Community Partnerships*

8 Establish effective internal systems and processes to provide excellent educational programs effectively and efficiently.
Keyword: *Quality*
Area of Inquiry: *Instructional Effectiveness, Resource Effectiveness*

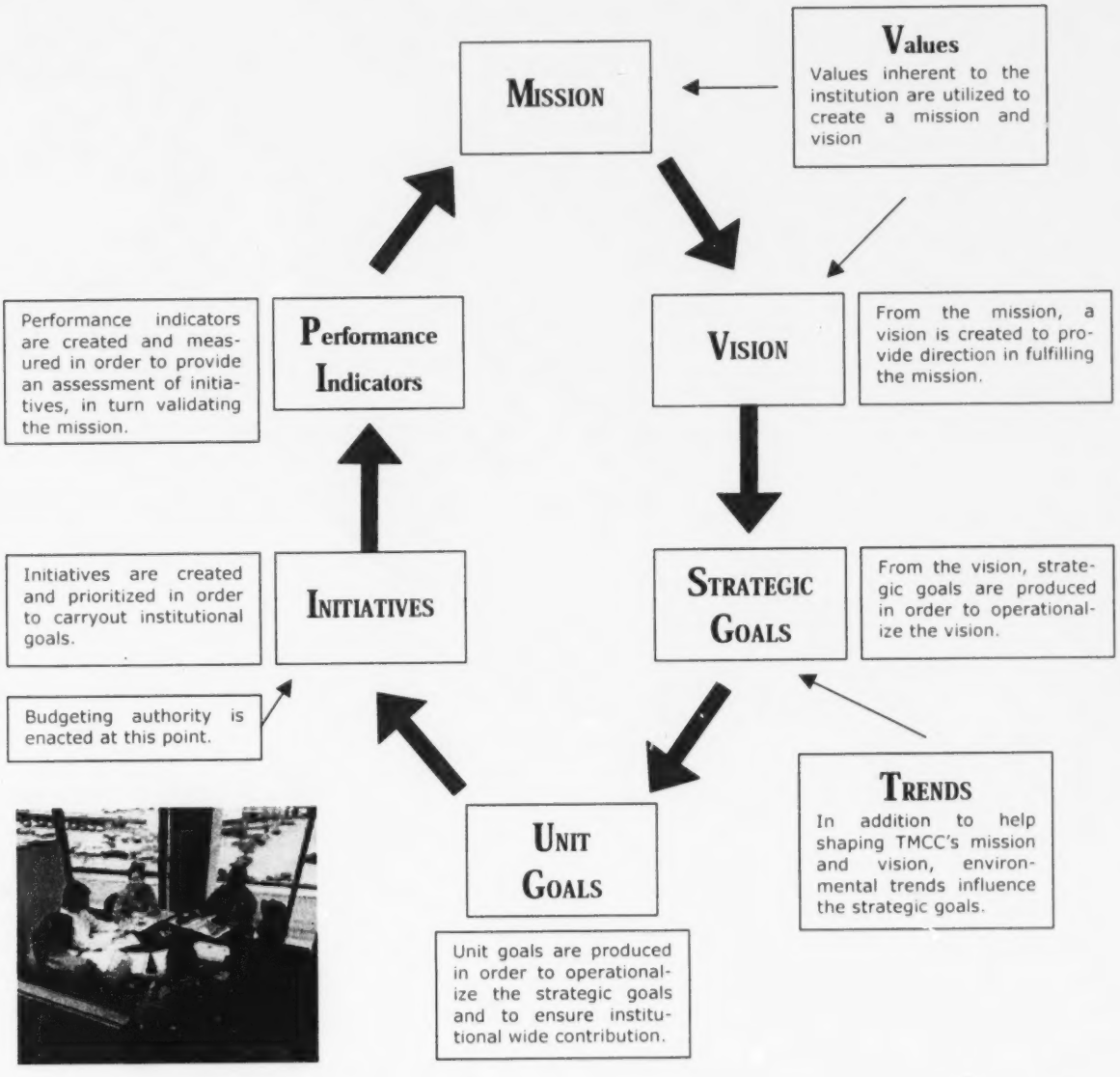
9 Assess instructional effectiveness and student satisfaction.
Keyword: *Measures*
Area of Inquiry: *Instruction Effectiveness, Employment Prep.*

10 Promote participatory decision-making through shared governance.
Keyword: *Promote*
Area of Inquiry: *Cultural Cross-cultural Development*

11 Continuously improve college operations.
Keyword: *Infrastructure*
Area of Inquiry: *Resource Effectiveness*

PLANNING PROCESS

Assessing Institutional Effectiveness


MISSION
Values
Values inherent to the institution are utilized to create a mission and vision
VISION
From the mission, a vision is created to provide direction in fulfilling the mission.
STRATEGIC GOALS
From the vision, strategic goals are produced in order to operationalize the vision.
TRENDS
In addition to help shaping TMCC's mission and vision, environmental trends influence the strategic goals.
UNIT GOALS
Unit goals are produced in order to operationalize the strategic goals and to ensure institutional wide contribution.
INITIATIVES
Initiatives are created and prioritized in order to carryout institutional goals.
Budgeting authority is enacted at this point.
Performance Indicators
Performance indicators are created and measured in order to provide an assessment of initiatives, in turn validating the mission.

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STRATEGIC GOAL 1

Keep pace with changing technologies to ensure student success while expanding the use of technologies to enhance workforce development.

PRIORITY INITIATIVES

1. Develop a computerized plan to expand and maintain interactive learning in the classroom.
2. Enhance distance education efforts by increasing the number of course offerings and available formats.
3. Strengthen partnerships and collaborations with business and industry by requiring technical skills committees and internships in all occupational programs.
4. Improve the TMCC homepage to facilitate student access, employee communication, and marketing.
5. Develop a client/server administrative information system, data warehouse, and executive information systems.
6. Continue to improve relationships with Washoe County high schools by encouraging faculty participation in Schools-to-Careers and Tech Prep.
7. Institute technological upgrades to expand student services and support all new course offerings.
8. Expand computer course offerings by purchasing equipment and software to support current facilities, as well as TMCC's new technical center.

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Strategic Goal 2

Demonstrate evidence of student learning and achievement of educational goals.

PRIORITY INITIATIVES

1. Improve student assessment programs within each department in order to measure student progress towards educational goals.
2. Establish clearly defined competencies, learning outcomes, and standards in all courses and programs.
3. Implement a "guarantee" for all TMCC degrees, certificates, and Outreach College courses.
4. Develop a comprehensive/mandatory intake system to include orientation, admission, testing, counseling, and placement.
5. Expand School-to-Career concepts and services by implementing competency based skill standards in curriculum and establishing workforce placement programs.

Strategic Goal 3

Be the catalyst for strategic alliances with business and industry and expand community partnerships.

PRIORITY INITIATIVES

1. Work to develop occupational degree programs through community partnerships and alliances.
2. Continue to enhance the educational culture of TMCC by sponsoring community activities and events.
3. Strengthen relationships with industry and pursue partnerships where by TMCC and local businesses contribute resources in support of a common cause.
4. Conduct surveys of business and industry to identify services and programs needed by the community.
5. Continue partnership with the Department of Employment, Training and Rehabilitation in support of TMCC courses and programs.

Strategic Goal 4

Expand educational opportunities to meet the changing and diverse needs of the community by continuing to seek out and serve populations that are diverse - socially, cognitively, physically, and culturally.

PRIORITY INITIATIVES

1. Expand minority recruitment and strive to increase the number of underrepresented faculty and staff in leadership positions.
2. Provide information and training to local businesses in regards to diversifying the workforce.
3. Enhance senior offerings by including more in-depth courses in basic computer training and vocational classes.
4. Increase student access for culturally diverse populations by expanding ESL course offerings and translating the application for admission into Spanish.
5. Establish computerized self-paced courses for developmental math and English.

Strategic Goal 5

Enhance the College's outreach efforts to understand the economic, political, social, and cultural and environmental climates.

PRIORITY INITIATIVES

1. Expand staff development efforts to include greater involvement in the community through internships and externships.
2. Provide outreach efforts to identify community needs, and in turn develop courses that address those needs.
3. Strengthen corporate recruitment efforts by establishing a "corporate college" system at selected businesses and organizations.
4. Seek to expand upon evening and weekend course offerings.
5. Analyze the need for offering courses and programs in non-traditional formats (i.e. five-week continuous courses, Internet courses).

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6. Work with the K-16 Council Steering Committee to assist with the planning and development of partnership between WCSD, UNR, Sierra Nevada Job Corps, State of Nevada, and local agencies and businesses.

7. Participate in Nevada Employment and Training functions to assist with agency and community college planning and cooperation in establishing basic educational goals and training.

8. Implement the "one stop" comprehensive career center concept to include all aspects of a comprehensive center for students.

9. Expand upon workforce training and customized credit offerings to community businesses.

Strategic Goal 6

Deliver high quality education and services to upgrade skills and to provide degrees, certificates, transfer credits, and life-long learning.

PRIORITY INITIATIVES

1. Develop new courses and programs, as well modify those already in existence, in order to meet the ever-changing needs of the local community.

2. Establish short-term pre-apprenticeship courses to prepare students entering the apprentice trade programs.

3. Identify, analyze, and research emerging occupations within TMCC's service area.

4. Create a Life Experience Assessment Program (LEAP) to credit students who have substantial life experiences, but little formal education.

5. Initiate a customer service program specifically designed for TMCC employees.

6. Continue to schedule dual credit courses in conjunction with local high schools.

7. Work to expand business and industry interests in internship programs for students.

8. Expand upon course offerings, programs, and services at TMCC's Incline Village site, as well as at future locations, such as Edison Way and Redfield Campuses.

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9. Provide training for faculty on new and effective teaching technologies and student learning styles.

10. Strive to place program completers in degree-related jobs within six months of graduating from TMCC.

11. Require mandatory academic advisement for all students with declared majors who have completed 30 credits or more.

Strategic Goal 7

Expand environmental scanning, forecasting, and research activities to assess the training and upgrading needs of a high employment service area.

PRIORITY INITIATIVES

1. Develop and refine marketing strategies through the establishment of a campus-wide marketing committee.

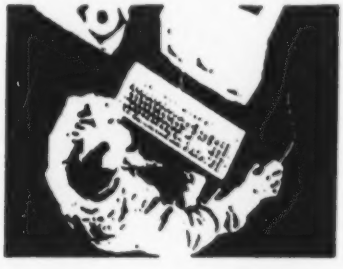
2. Utilize internal and external resources to assess the needs and requirements of business, industry, and government in order to design appropriate training courses and programs.

3. Design and implement a three-year environmental scanning cycle of data gathering, analysis, and planning for the entire campus.

4. Delineate a timeline and statistical procedures for gathering, analyzing, and reporting data on institutional effectiveness indicators.

5. Continue to assess and validate the College's mission, vision, values, and strategic goals.

6. Coordinate community, college, and system involvement in Future Search Planning activities.



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Strategic Goal 8

Establish effective internal systems and processes to provide excellent educational programs effectively and efficiently.

PRIORITY INITIATIVES

1. Increase student services for summer school students.
2. Evaluate the effectiveness of current programs in meeting community demand.
3. Design and implement effective communication strategies to better link full and part-time faculty.
4. Ensure that the creation of new faculty positions keep pace with the increase in student enrollment.
5. Continue with the mentoring program for new faculty members, as well as develop a handbook and mentoring program for part-time faculty.
6. Provide incentives to increase faculty involvement in recruitment efforts.

Strategic Goal 9

Assess instructional effectiveness and student satisfaction.

PRIORITY INITIATIVES

1. Utilize data and analysis from institutional research in order to assess performance indicators, outcome measures, and institutional effectiveness.
2. Create an institutional plan to establish a systematic method for developing, instituting, and measuring program/learner outcomes.
3. Enhance and expand the program review process.
4. Continue to emphasize the integration of institutional research into all phases of the planning process.
5. Comply with all institutional reporting requirements to external constituents.

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Strategic Goal 10

Promote participatory decision-making through shared governance.

PRIORITY INITIATIVES

1. Strengthen the planning and development of the College by implementing a "continuous quality improvement" environment supported by campus-wide planning teams.
2. Maximize opportunities for all employees and students to engage in the decision-making process.
3. Maintain a campus environment that encourages and provides the tools for faculty and staff to reach their own potential and expand services to our diverse community.
4. Establish campus-wide, self-directed teams to work on marketing issues, recruitment, customer service, and the expansion of course offerings.
5. Improve campus-wide communications of timely and accurate information.

Strategic Goal 11

Continuously improve college operations.

PRIORITY INITIATIVES

1. Continue to renovate and expand facilities in order to enhance utilization and meet increasing student enrollment.
2. Maintain campus security and safety by administering a state employee staffed police unit.
3. Consolidate and optimize photocopying services.
4. Provide an academic computing support service.
5. Establish a student and staff identification, debit, and checkout card.
6. Continue to enhance administrative computing capabilities.

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